

Leadership Insight: Assessment Options

Informing Targeted Development



Understanding leadership capability

Assessing leaders against a common Leadership Success Profile (LSP) helps us to understand leadership capability and collectively lift the bench strength of leaders across the system through targeted development to ensure the public sector has the leaders we need – now and for the future.

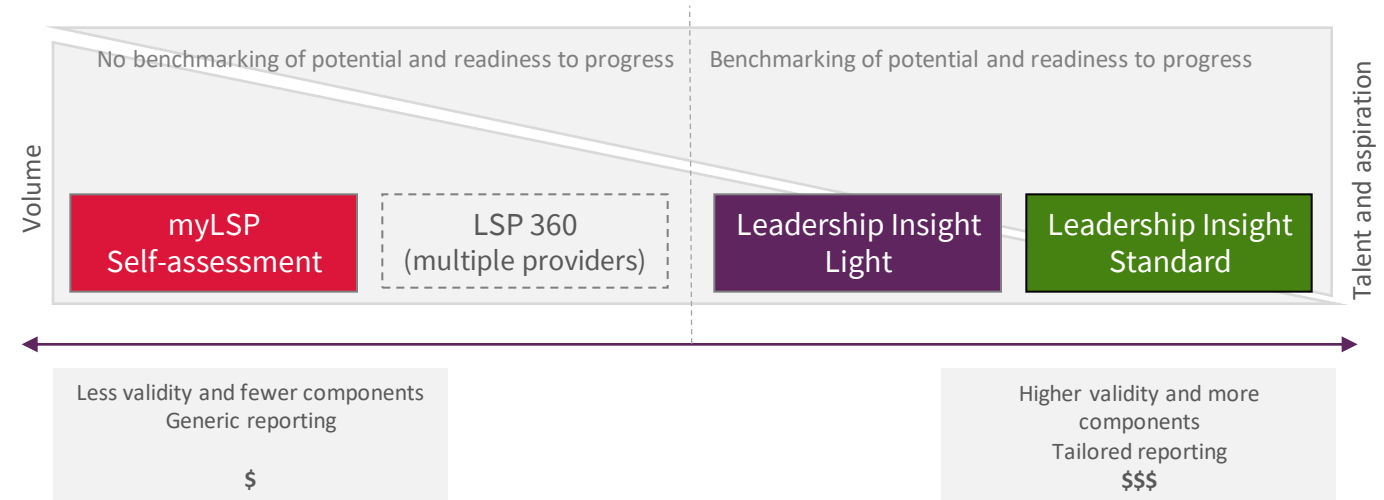
What do the Leadership Insight products offer?

Leadership Insight products have been designed to:

- **Increase development focus and application** with targeted and specific development towards identified potential future roles. Reports include development strategies and developmental experiences, and put emphasis on environments where leaders will thrive based on their strengths.
- **Make coaching a ‘hard wired’ part of the process** to help participants create a development plan that is targeted and specific and put the plan into action (see coaching model on page 2).
- **Clear development objectives, roles and responsibilities.** Expectations and roles of participants, their managers, and HR are clarified in a pre-assessment briefing and ‘development commitment’ where development objectives are identified.
- **Increase the support for managers** of participants with ‘coaching talk points’ in the report, involvement in a coaching conversation at the start of the coaching process, and resources available to help them support the participant.
- **Increase information for HR** to help them support participants and their managers.
- **Incorporate regular progress ‘check ins’** with participants on their development.

A range of assessment options, at a range of price points

With a range of assessment options, at a range of price points, including free and lower cost options, agencies and Development Boards can prioritise the right leaders to invest in the right assessment option at the right time, depending on their aspiration and potential. For leaders with the highest potential and aspiration, we recommend investing more when possible.



Leadership Insight products

Using Leadership Insight for the Development Board cohort is encouraged, as it provides comparable and objective data on leaders’ strengths and development areas. This assists with profiling talent at Development Board discussions. It also enables Development Boards to provide individualised, targeted development for senior leaders towards potential future roles.

| | Recommended for | Briefing | Assessment | Reporting and debrief | Targeted development | Outcomes of assessment |
|------------------------------------|--|---|---|--|---|---|
| Leadership Insight Standard | <ul style="list-style-type: none"> System Development Board cohort to provide robust information for targeted development and investment by Development Boards | Briefing process clarifies roles and expectations of participant, their manager and HR and identifies development objectives. | Assesses 16 capabilities through a range of online questionnaires, interview and simulation (option of critical reasoning exercises) | Tailored and bespoke reporting and debrief with development suggestions, coaching talk points, and identification of environments ‘where you thrive’ | Development planning with LDC Executive Leadership Coach targeted to future identified roles | Individuals: <ul style="list-style-type: none"> Higher self-awareness and understanding of strengths, development areas and environments in which they thrive. Identify future roles they aspire to and write a targeted development plan working towards future roles. Agencies: <ul style="list-style-type: none"> Understand the strengths and development areas of their leaders to inform collective development priorities and succession planning. System: <ul style="list-style-type: none"> Comparable, objective information to better profile leaders at all levels and target development. Leadership Insight Standard provides in-depth and robust information for talent profiling at System Development Boards and targeting development and investment in the Development Board cohort. Data and analytics to guide succession planning, talent searches and deployment decisions. Comprehensive picture of system strengths and gaps to inform development priorities and investment. |
| Leadership Insight Light | <ul style="list-style-type: none"> System Development Board cohort 2-4 years after Leadership Insight Standard or following significant development Te Pae Turuki Public Service Leaders Group and other leaders to provide benchmarked data for Talent Exchange for talent searches | | Assesses 16 capabilities through a range of online questionnaires and interview (option of critical reasoning exercises) | Concise, standardised reporting and debrief with development suggestions, coaching talk points, and identification of environments ‘where you thrive’ | Development planning with either LDC Executive Leadership Coach, agency coach or external coach targeted to future identified roles | |

Why coaching?

Coaching is part of the Leadership Insight programme. We know that leaders who have coaching are more likely to write a development plan and put it into action. Coaches help leaders identify their career aspirations, write a development plan that is targeted towards future roles and support them to put the plan into action.

Managers also play a vital role in supporting participants with regular ongoing coaching conversations to discuss progress on the development plan and development opportunities; and in formally reviewing progress after one year.

Who coaches?

Participants in Leadership Insight Standard will be coached by an allocated Leadership Development Centre (LDC) Executive Leadership Coach. This means participants have a consistent coaching experience and benefit from the coach's knowledge of system roles and development opportunities.

For participants in Leadership Insight Light the agency and participant can choose between an LDC Executive Leadership Coach, internal agency coach or external executive coach. LDC will support a wider coaching network including in-agency coaches to strengthen individualised development planning coming from Leadership Insight Light.

What does the assessment and coaching process look like?

The coaching process is designed to help participants clarify their aspirations, identify three potential future roles, write a targeted development plan and put it into action.

